

Assessing Team Detailing End-user Satisfaction

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Foreword

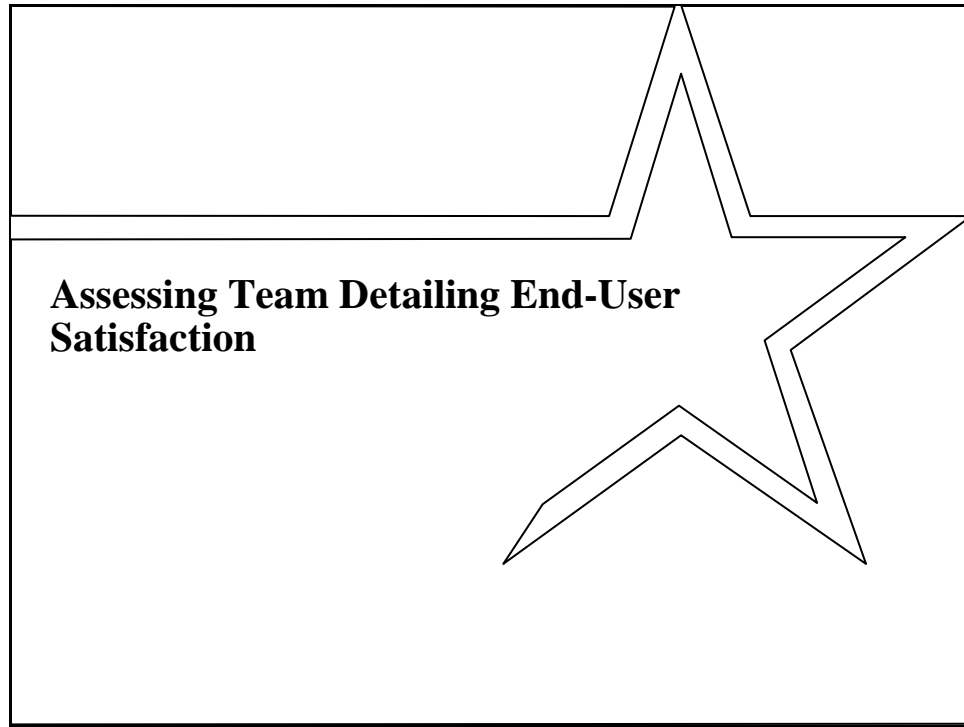
This effort was sponsored by the Navy's Enlisted Assignments Division (PERS-40) and funded by Commander, Navy Personnel Command (CNPC) Transformational Initiatives funding. The objective of this study was to evaluate the Team Detailing process from the perspective of the two main end-users of the process: (1) Sailors who were detailed under Team Detailing and (2) Command Career Counselors who work with both Sailors and the Sailors' detailer during the orders negotiation process.

This report is intended for the leadership of PERS-4 and PERS-40. It may also be of use to others interested in the process of assigning and distributing Navy Sailors. The authors wish to thank the funding sponsor for their help and specifically LT Goudreau, CDR Barnhill, and NCCM Palmero for their insight regarding the Team Detailing process.

DAVID L. ALDERTON, Ph.D.
Director

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Periodically changing jobs is a fundamental characteristic of military life. Ideally, these rotations give personnel greater experience and increasing leadership roles. In the Navy, Sailors are assigned to jobs or billets through a process called detailing. The Sailor works with a detailer prior to his or her Projected Rotation Date (PRD). The detailer's role is to serve as an advocate for the Sailor, helping the Sailor select the best available position for his or her career development. But because a detailer must also consider available billets and the "needs of the Navy," the detailing process has remained an area of concern for many Sailors that the Navy has strived to improve.

Detailing has been a consistent topic on the Navy-wide personnel surveys (e.g., Olmsted & Underhill, 2003). Other studies of detailing have focused on advances in computer technology such as artificial intelligence that can be leveraged to improve the process (e.g., Ng & Soh, 2001; Robards, 2001). There has not been, though, a recent evaluation of the Navy Enlisted detailing process. Such an evaluation is needed given changes that the Navy has made in the detailing process.

In 2002, the Navy revamped its detailing process to take more of a team approach. The current study was designed to assess the effectiveness of this new approach to detailing.

	
Overview	
<ul style="list-style-type: none">• Background• Opinions of Sailors who were Detailed• Opinions of Command Career Counselors• Overall Summary• Recommendations	
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This report will provide a background of the project and the results from the two primary stakeholders of Team Detailing: (1) Sailors being detailed and (2) Command Career Counselors (CCCs) who assist Sailors who are in the detailing process. The report will conclude with an overall summary of results and recommendations for future study and action.

Background



- **In March 2002, NAVADMIN about PROJECT SAIL (Sailor Advocacy through Interactive Leadership) was released, one aspect of which was Team Detailing**
 - **Interactive team approach to assignment where Command Career Counselors (CCCs) in the fleet work with detailers**
 - **Uses 13-month roller spreadsheet, serving as a “virtual whiteboard” to display results of Command Career Development Board and preferences of Sailor**

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In 2002, Project SAIL (Sailor Advocacy through Interactive Leadership) was announced, with the overall goal of increasing Sailors' involvement in their career development. Included in Project SAIL was a program known as Team Detailing, which was a new approach to assigning enlisted Sailors to billets (i.e., jobs). Team Detailing, administered by PERS-40 (Enlisted Assignment Division), sought to increase the communication, coordination, and interaction between the Sailors being detailed, the Sailors' local Command Career Counselor (CCC), and the detailer. This interactive approach had a number of goals, including

- Increasing Sailor satisfaction and trust in the detailing process
- Actively and intentionally including CCCs in the detailing process
- Helping Sailors form realistic expectations about their careers
- Reducing the number of Sailors who are involuntarily placed into billets because they failed to select a billet six months prior to the end of their current position

The Team Detailing process begins when Sailors have 13 months remaining in their current assignment. Command Career Counselors are notified of these individuals via a web-based spreadsheet developed by PERS-40. On this spreadsheet, the detailers provide information to the CCCs on billets that will likely be available and best career options given these billets. Sailors then participate in a Professional Development Board (PDB) and meet with their CCC to discuss preferences for the next assignment as well as general career and promotion advice using the detailer's input. This spreadsheet was to be the primary means of communication between the CCCs and detailers, allowing each to input comments about the Sailors' job preferences and likely billets that would be available.

As Sailors received orders, they were removed from the spreadsheet. The goal was to have all Sailors under orders six months prior to the end of their current assignment. In this way, no Sailor would need to be involuntarily placed, or “slammed,” into a billet.

Objectives



- **To develop a valid and reliable way to assess the impact and effectiveness of the Team Detailing process**
- **To collect ongoing feedback regarding perceptions of satisfaction with detailing from Sailors and CCCs**



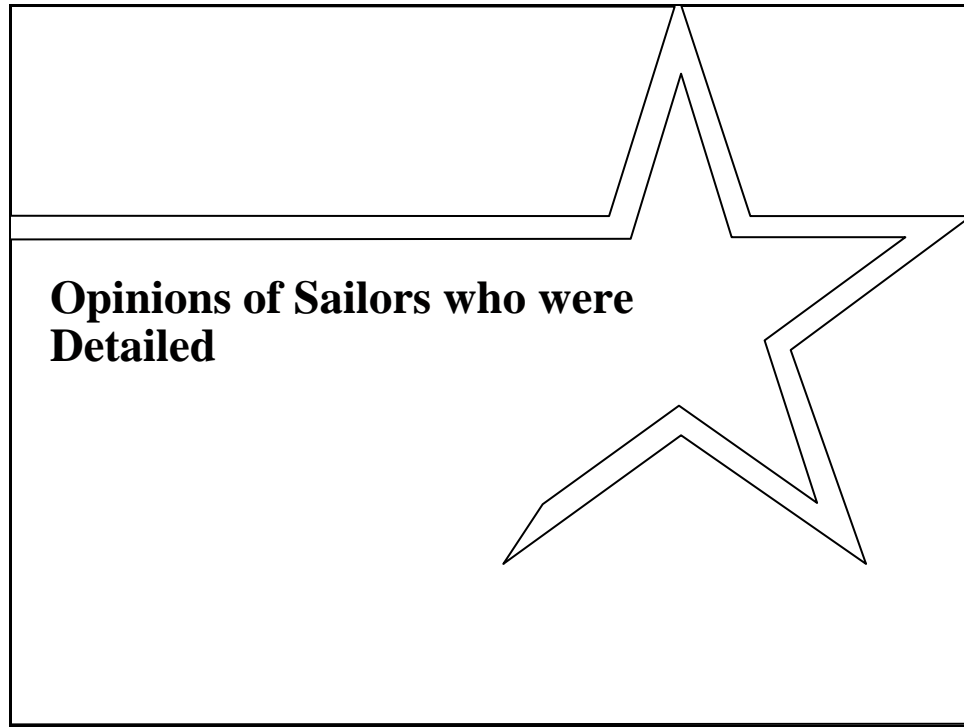
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There were two main objectives for this study:

1. To develop a valid and reliable method of assessing Team Detailing effectiveness.
2. To obtain customer satisfaction data from the two end-user groups—Sailors being detailed and Command Career Counselors.

The most effective and efficient means of achieving these objectives was through the development and implementation of customer satisfaction surveys.



The next section presents the results of the survey administered to recently detailed Sailors.

Methodology



- **Random sample of 25% of E-4 to E-7 Sailors detailed in each month between October 2002 and June 2003**
- **Paper-based mail survey**
 - **Reminder sent 1 month after survey**
- **Number Eligible: 11,955**
- **Number Completed: 2,834**
- **Response Rate: 24%**

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Team Detailing was implemented in Spring/Early Summer 2002, and it was believed that by October 2002, many of the initial problems in the process were worked out. Twenty-five percent of Sailors E-4 to E-7 who were detailed between October 2002 and June 2003 were surveyed. The survey was conducted for nine months to ensure that an adequate sample size could be obtained and that survey responses were not impacted by possible seasonal effects or other situational factors. Sailors in rates E-3 and below were not surveyed because they are typically leaving training schools, where the Enlisted Placement Management Center (EPMAC) handles their assignments, not PERS-40. Master Chief Petty Officers (E-9) were not included because they were detailed under a different and separate demonstration project. Finally, Senior Chief Petty Officers (E-8) were not included because it was believed that individuals at that paygrade would have accumulated enough experience in the Navy to largely make their own career decisions, not needing to rely on the expertise of CCCs and detailers to assist them.

The assessment instrument was a brief, 4-page survey. A copy of the survey is contained in Appendix A. The survey sponsor wanted to ensure that the survey was short and placed the least response burden on the Sailors sampled. The sample selected was evaluated so that it matched population parameters for gender and paygrade.

The survey response rate was 24 percent, which is slightly lower than the typical response rates for recent large-scale Navy surveys. However, there are several factors unique to this project, which may have served as limiting factors. For one, the survey targeted a moving population—Sailors who were receiving orders and were expected to move. Under Team Detailing, the goal was to have all Sailors under orders 6 months prior to the end of their current assignment. The research plan was for the survey sponsors to provide by the fifteenth of the month a list of all Sailors who received orders in the previous month, with surveys mailed to these Sailors by the end of the month. If all Sailors remained at their commands for six months

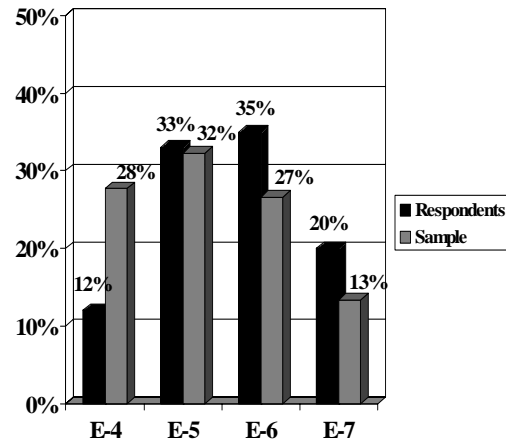
after receiving orders, this should have been sufficient time for them to receive the survey. However, in actuality, some Sailors did not remain on base for six months after receiving orders.

Secondly, given the escalating conflicts related to the Global War on Terrorism, Sailors were being transferred much more rapidly than planned, compounding the problem discussed above. In attempting to deal with these “rapid” transfers, the Estimated Date of Departure (EDD) was added as a variable to the data sent by the sponsor (unfortunately, there was no corresponding date of arrival in the database). If the Sailor was leaving within approximately one month, the survey was sent to the gaining command. Otherwise, the survey was sent to the losing command. However, it was clear that EDD was an estimate at best of actual departure; there were many Sailors with EDDs prior to the date when orders were cut.

Demographics of Respondents

NPRST

- Respondents were underrepresented in the lower paygrades (E-4), and overrepresented in higher ones (E-7)
- Data were weighted to represent all E-4 – E-7 detailed over the 9 months of the study

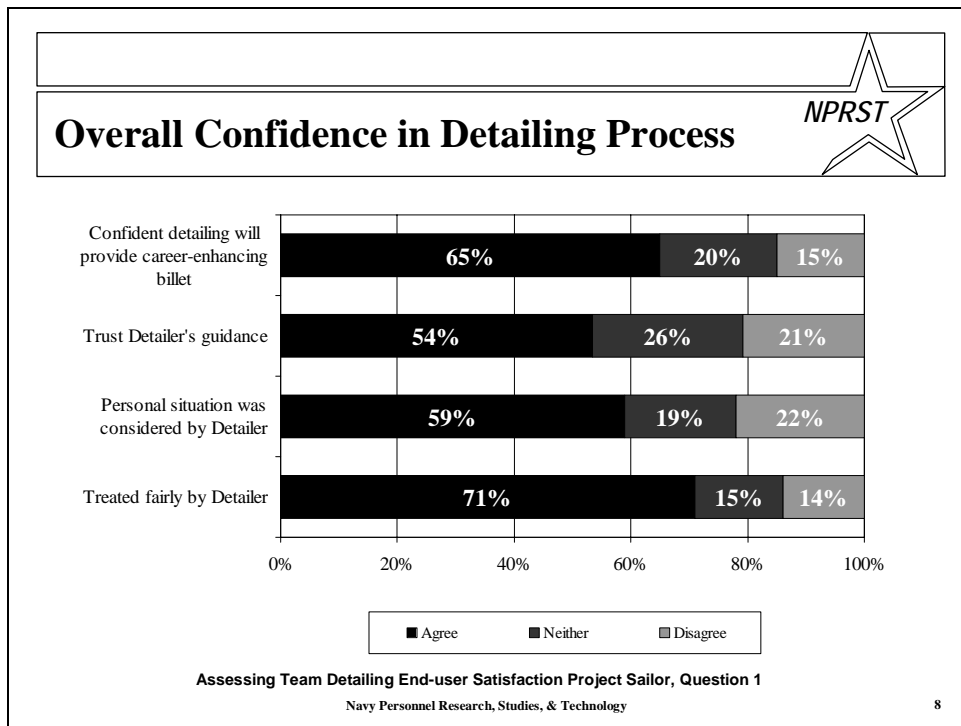


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Survey Results

Of those Sailors who responded, E-7 Sailors were over-represented and E-4 Sailors were underrepresented. This is in line with other large-scale Navy-wide surveys, where response rate increases with paygrade/rank. To account for this difference in responding, the data were weighted to ensure adequate representation of paygrade/rank.



Most Sailors were confident that the detailing process would provide them a career-enhancing billet. However, fewer reported being confident in their detailer's guidance. Almost three-quarters felt they were treated fairly, though fewer indicated trust in the detailer's guidance.

One common anecdotal perception is that detailers only consider the Navy's needs and do not consider Sailors' personal needs. However, the survey findings challenge the accuracy of there anecdotal beliefs. Nearly 60 percent of respondents reported that the detailer considered their personal situation and needs.

Command Career and Assignment Guidance

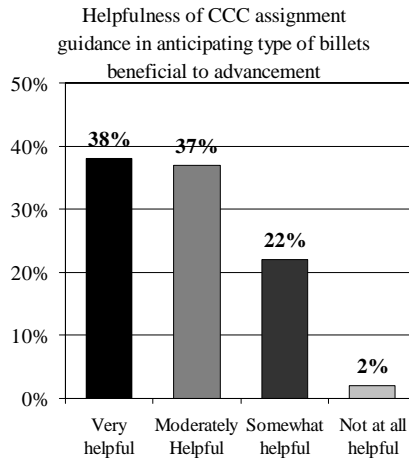
NPRST

- **CCC provided guidance for forming long-term career plan for next 5 years or more:**

- Yes: 33%
- No: 67%

- **CCC discussed general assignment choices that would advance career:**

- Yes: 32%
- No: 68%



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Sailor Career and Assignment Guidance From Your Command Section, Questions 2-4

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Command Career Counselors play a critical role in the Team Detailing process. The Team Detailing process relies on them to help provide the Sailor two main types of career advice: long-term (5 or more years) career planning advice and short-term advice regarding general assignment choices. General assignment choices refer to types of positions that would be helpful to the Sailor in advancing his/her career. For example, the CCC may recommend the Sailor seek a position at the Recruit Training Command, or seek a Leading Petty Officer (LPO) assignment. This is not specific advice (“You should take job A”) but general guidance to help the Sailor make the decision. Unfortunately, the majority of survey respondents do not believe they are receiving this long-term and short-term career guidance from their CCCs.

Of those who did receive such guidance, however, over a third found it very helpful. In fact, the overwhelming majority found such career advice and guidance at the least “somewhat helpful.”

Command Career and Assignment Guidance – Professional Development Boards

NPRST

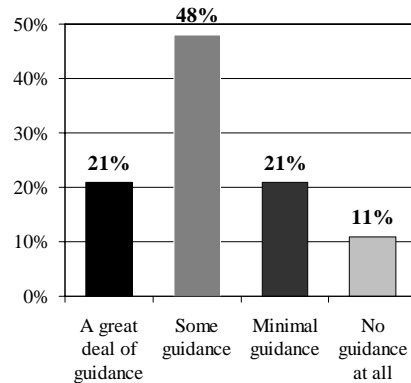
- **Command conducted a Professional Development Board prior to orders negotiation**

- Yes: 20%
- No: 80%

- **How long PDB occurred before orders negotiation**

- 4 months or more: 55%
- 3 months: 16%
- 2 months: 11%
- 1 month or less: 8%
- None: 10%

How much guidance did the PDB provide about long-term career plan



Assessing Team Detailing End-user Satisfaction Project
Sailor Career and Assignment Guidance From Your Command Section, Questions 5-7
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Professional Development Boards (PDB) are another command activity designed to help the Sailor select career-enhancing billets. These boards typically involve the CCC, senior enlisted leadership, and the Sailor being detailed. This board is designed to provide the Sailor another source of career information and guidance. Unfortunately, the vast majority of Sailors report not receiving a PDB. Of those who did receive a PDB, about 70 percent reported that the PDB provided some guidance about long-term career planning.

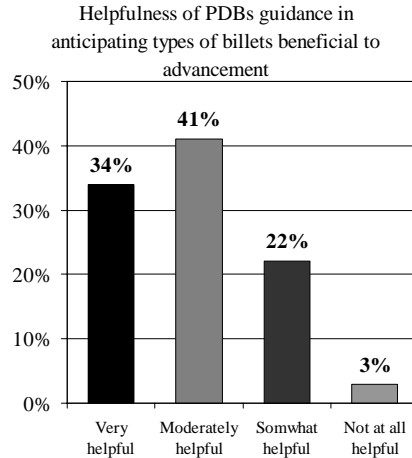
Timing of the PDB is also important. The ideal situation is to have the boards occur prior to orders negotiation to allow the Sailor adequate time to consider the advice received. The survey results indicate that for those who receive a PDB, the vast majority of the PDBs did take place prior to the orders negotiation period. About ten percent of individuals who receive PDBs receive them while they are negotiating orders.

Command Career and Assignment Guidance – Professional Development Boards

NPRST

- **PDB discussed general assignment choices to advance career**

- **Yes: 64%**
- **No: 36%**



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Sailor Career and Assignment Guidance From Your Command Section, Questions 8-9

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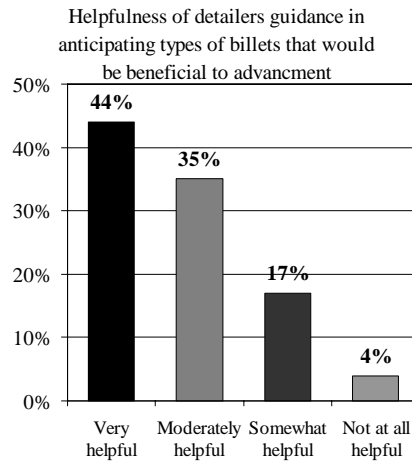
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For Sailors who did receive a PDB (one-fifth of respondents), two-thirds reported that the board discussed general assignment choices that would be helpful to advance their career. Prior to the implementation of Team Detailing, it was a commonly held belief that Sailors select billets based more on personal reasons (i.e., location, family preference), than opportunity for growth and career development. Indeed, other survey data indicate that one's family is the strongest factor on selecting a billet (Olmsted & Underhill, 2003). Although PDBs had been utilized prior to Team Detailing's implementation, Team Detailing did incorporate them as an element of the process. In doing so, it was hoped that these boards, along with the advice of the Sailor's CCC and detailer, would guide the Sailor to consider positions they would not have previously considered.

Detailer's Career and Assignment Guidance

NPRST

- **Communicated directly with Detailer (phone, e-mail, Navy messaging)**
 - Yes: 82%
 - No: 18%
- **Over half of respondents reported Detailer provided *minimal guidance or no guidance* about their long-term career plan**
- **Detailer discussed general assignment choices for career advancement**
 - Yes: 33%
 - No: 67%



Assessing Team Detailing End-user Satisfaction Project
Sailor Career and Assignment Guidance From Your Detailer Section, Questions 10-13

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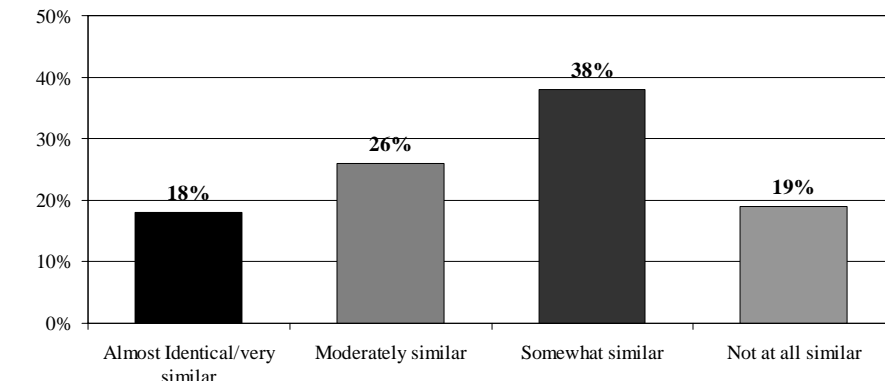
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A goal of Team Detailing was to make communication between the Sailor and detailer more efficient and informative. The majority of Sailors who responded reported that they did directly communicate with their detailer during orders negotiation. However, the majority also indicated that the guidance they received from the detailers was little to non-existent. Further, the majority of respondents reported that their detailer did not discuss general assignment choices that would enhance career development.

Comparison of Guidance From Command and Detailer



Similarity of GENERAL ASSIGNMENT GUIDANCE between Command and Detailer



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Sailor Comparison of Guidance From Your Command and Your Detailer Section, Question 14
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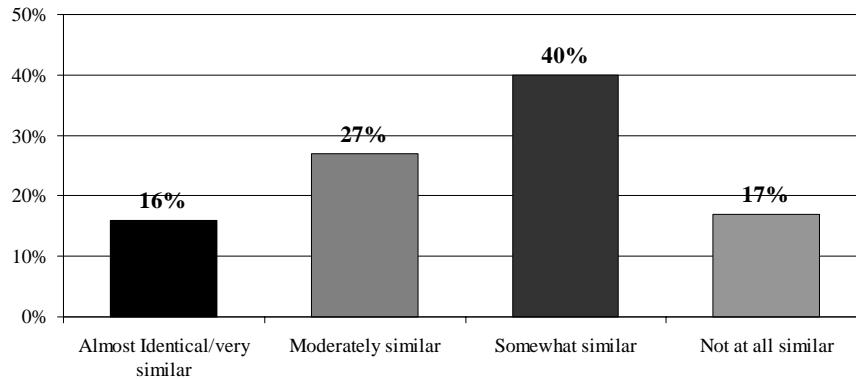
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Ideally, career advice provided by the different sources to the Sailor is congruent, making it easier to follow. As this is such a critical element, the survey asked Sailors the degree to which the guidance they received from the command and the detailer was similar. Of those Sailors who received general assignment guidance from both their CCC and detailer, slightly less than one-fifth reported that the guidance was almost identical. Most (68%) reported that the advice was moderately to somewhat similar and one-fifth reported that the advice was not at all similar. To the extent that the advice and information the Sailor receives is consistent, the Navy has a better chance of optimally shaping his/her expectations.

Comparison of Guidance From Command and Detailer



Similarity of LONG-TERM CAREER GUIDANCE between Command and Detailer



Assessing Team Detailing End-user Satisfaction Project
Sailor Comparison of Guidance From Your Command and Your Detailer Section, Question 15
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Of those Sailors who received long-term career guidance from both their CCC and detailer, slightly less than one-fifth reported that the guidance was almost identical. Two-thirds (68%) reported that the advice was moderately to somewhat similar and one-fifth reported that the advice was not at all similar.

Outcomes of Detailing Experience

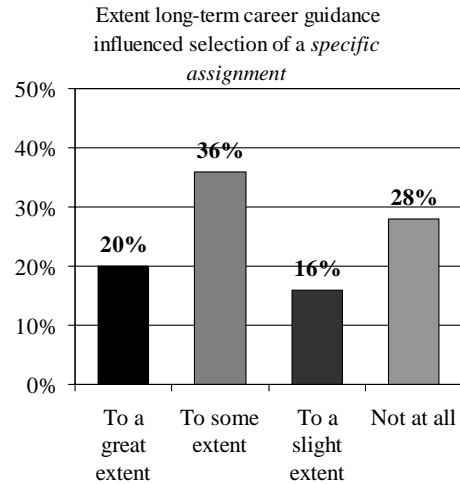
NPRST

- Long-term career guidance influenced respondent to look for different assignment than originally sought

- Yes: 30%
- No: 70%

- Assignments were available that were consistent with long-term career guidance

- Yes: 69%
- No: 31%

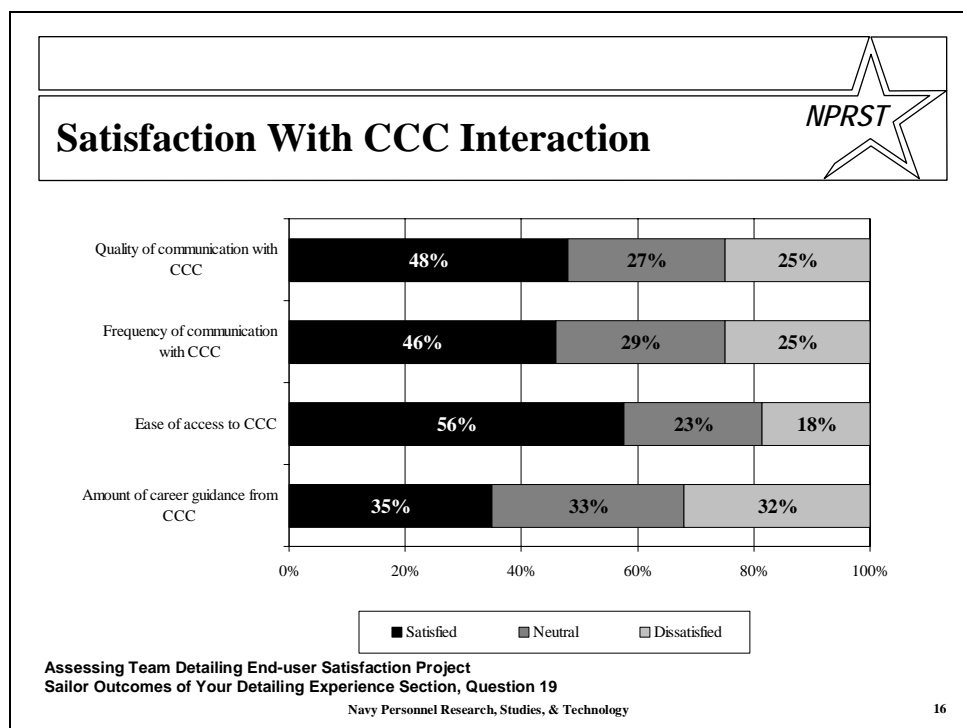


Assessing Team Detailing End-user Satisfaction Project
Sailor Outcomes of Your Detailing Experience Section, Question 16-18

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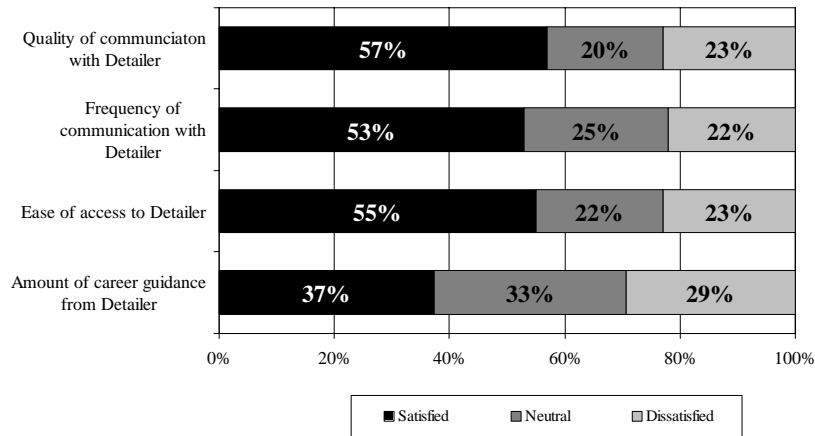
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Of those who received guidance from their detailer or CCC, most were somewhat influenced to select a specific assignment, but were not influenced to look for a different assignment than the one they originally wanted. Most reported that available assignments were consistent with their long-term career guidance. This may indicate that the needs of the Sailor and the needs of the Navy are more closely aligned than might have been expected based on prior perceptions of the detailing process.



As previously mentioned, CCCs are a critical part of Team Detailing. The project sponsor was interested in better understanding the working relationship between CCCs and Sailors. As shown above, only around half of Sailors were satisfied with the various aspects of their interaction with their CCC. Notably, many were “neutral” on the subject. However, a full one-quarter to one-third was displeased with many aspects, with the highest displeasure resulting from the amount of career guidance from the CCC.

Satisfaction With Detailer Interaction

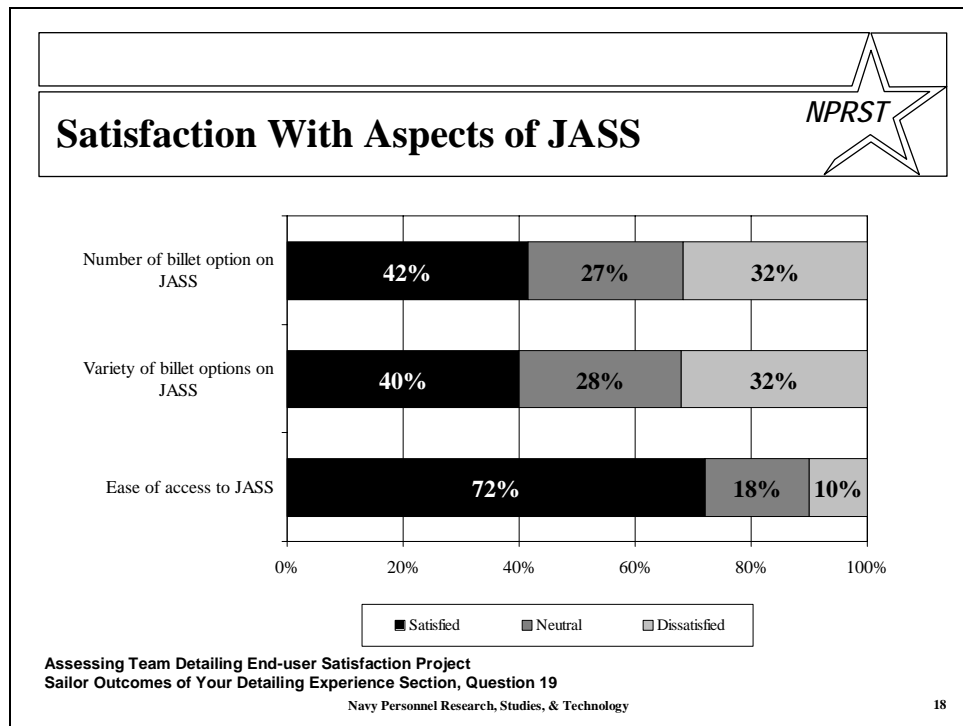


Assessing Team Detailing End-user Satisfaction Project
Sailor Outcomes of Your Detailing Experience Section, Question 19

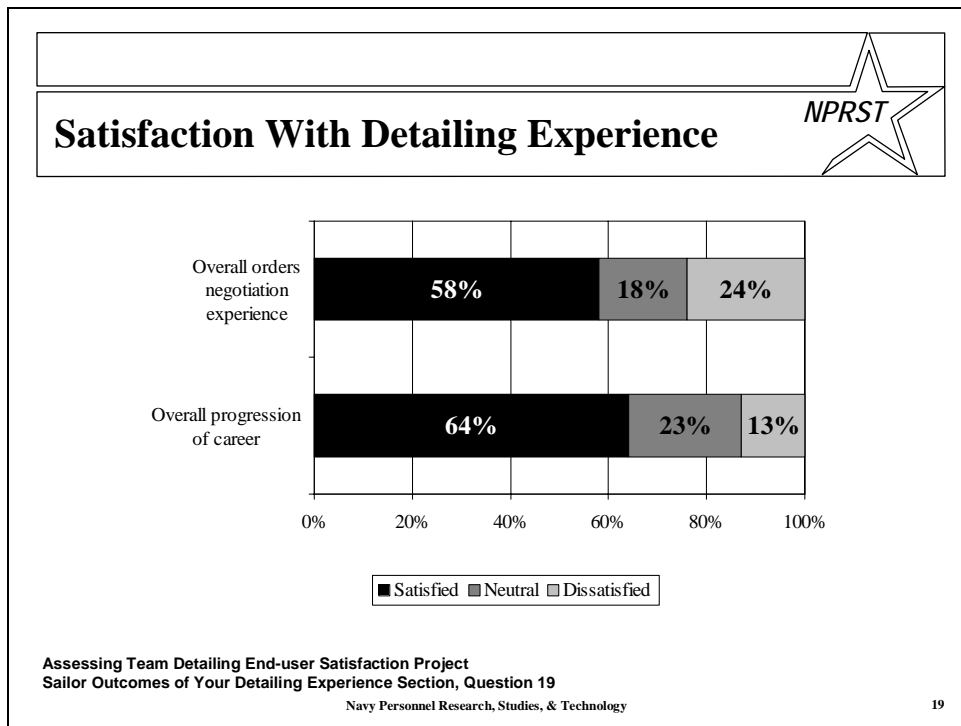
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When asked about the same aspects of their working relationship with their detailer, the pattern was much the same as with CCCs (see previous slide), although there was slightly more satisfaction in working with the detailers than the CCCs. The least positive aspect of the relationship was the amount of career guidance from the detailer.



Team Detailing attempted to incorporate already existing elements into a new, improved detailing process. One example of this was the use of the Job Application and Selection System (JASS). JASS, a web-based application, had previously been in use and was the primary means by which the Sailor to be detailed could see billets/positions that were available. As shown above, while the majority of respondents were satisfied with the ease of access to JASS, one-third was dissatisfied with the number and variety of billet options available. Although EPMAC and not PERS-40 is responsible for the number and variety of billets available, to the Sailor, the detailer is often perceived as the responsible party. Given the importance of Sailor satisfaction with job options to overall satisfaction with the detailing experience, it is important to assess satisfaction with JASS, even though detailers and PERS-40 are not directly responsible for it.



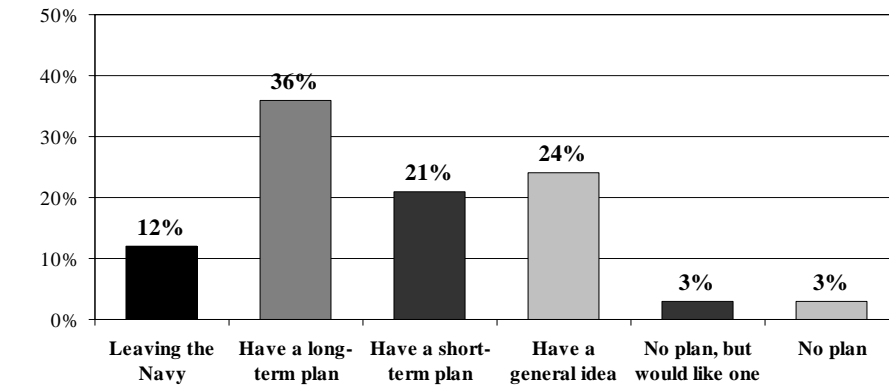
Slightly over half of the Sailors report being satisfied with the overall negotiation experience, although a full quarter report dissatisfaction. Nearly two-thirds (64%) report satisfaction with the progress of their career.

The 2003 Navy-wide Personnel Survey (NPS) also included questions regarding detailing. Although the NPS surveyed a representative population of all enlisted, and not just those who had been recently detailed, the results provide some additional insight into detailing. Of those who responded to the 2003 NPS, 36 percent of Enlisted reported being satisfied with the overall detailing process, a much smaller percentage than in the Team Detailing results. Sixty-three percent of Enlisted reported that they felt they had made sufficient progress in advancement for their designator, rating, or community, which is comparable to the Team Detailing findings.

Impact of Detailing Experience



Extent have made plans for Navy career



Assessing Team Detailing End-user Satisfaction Project
Sailor Outcomes of Your Detailing Experience Section, Question 21

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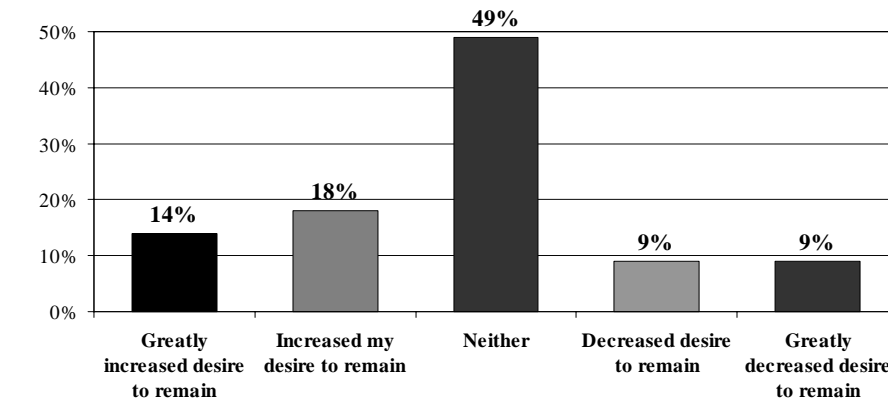
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Team Detailing seeks to help the Sailor select the next job best suited for him/her, and to also facilitate discussion about long-term career plans. One variable of interest was the type of career plans Sailors reported having. As can be seen, slightly more than one-third reported having a career plan that outlines their long-term (5 years or more) career goals. A positive finding was that only 6 percent reported having no plan.

Impact of Detailing Experience

NPRST

Impact of orders negotiation on desire to remain in the Navy



Assessing Team Detailing End-user Satisfaction Project
Sailor Outcomes of Your Detailing Experience Section, Question 22

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Given that detailing is a recurring event in a Sailor's professional life and the success of the detailing experience can have long-term impact, the impact that the most recent Team Detailing experience had on Sailors' desire to remain in the Navy was of interest. One-third reported that it either increased or greatly increased their desire to remain in the Navy. Almost half of respondents reported no impact, while less than one-fifth reported a decreased or greatly decreased desire to remain in the Navy.

Summary



Good News:

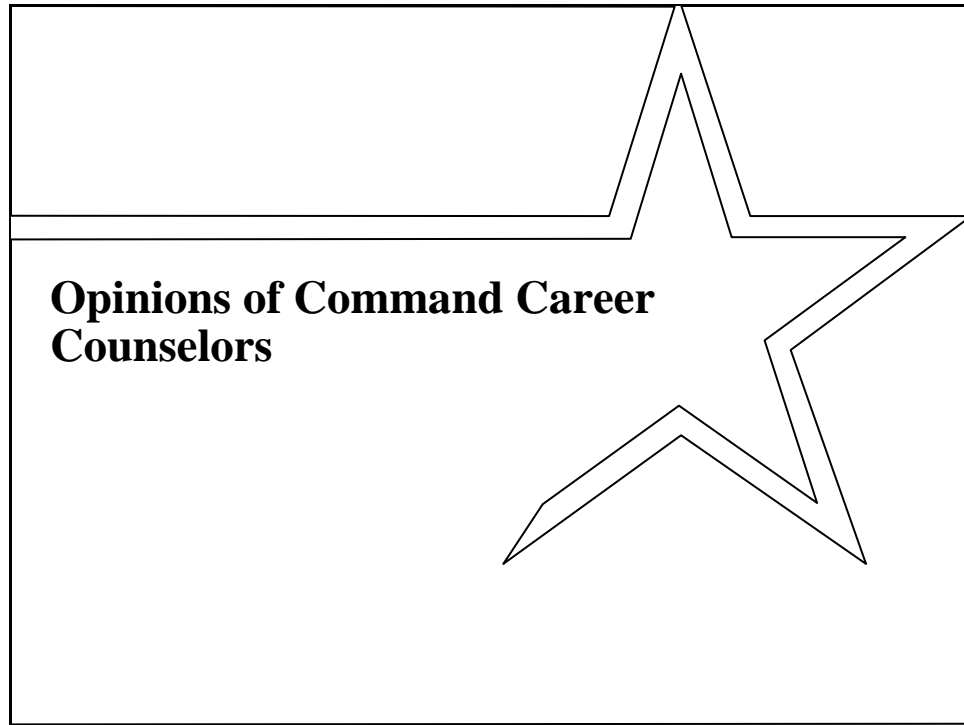
- **Sailors indicate they were treated fairly by Detailers, but are less likely to indicate that they trust the Detailer's guidance**
- **Most Sailors are generally satisfied with their interactions with their Detailer and CCC**
- **Orders negotiation experience has a positive impact on desire to remain in the Navy for one-third of the Sailors**

Areas of Concern:

- **Most indicate they do not receive long-range planning from either CCC or Detailer and few indicate assignment planning from CCC**
- **Most do not have Professional Development Boards**
 - **Of those who do have professional development boards, one-third indicate minimal or no guidance for long term career plan and one-fourth indicate at minimal or no guidance for assignments**

The survey found both good news and areas of concern. The main positive results were that Sailors felt they were treated fairly by their detailer. Also, most Sailors were happy with the interaction with their detailer and CCC. For one-third of Sailors, their detailing experience was sufficiently positive to increase or greatly increase their desire to remain in the Navy.

Potential problem areas highlighted by the survey included the lack of long-range planning, including the lack of use of PDBs. Of those who receive PDBs, a sizable percentage indicate they received minimal or no guidance from them. Since a main purpose of Team Detailing was to increase the communication between the Sailor, CCC, and detailer, the lack of guidance provided by CCCs, the Commands (through Professional Development Boards), and detailers is a key concern. The cause for this lack of guidance should be further investigated—time and workload may be a contributing factor. Additionally, since this was a new program at the time of the evaluation, there may have been some role confusion that contributed to the lack of guidance provided. Follow-up evaluation activities are recommended to determine if this is a remaining problem, and if so, to determine the main contributing factors.



The next section presents the results of the Command Career Counselor Survey.

Methodology



- **Census of all Command Career Counselors (CCCs)**
 - **Randomly divided into three groups**
 - › **Group 1 surveyed in January 2003**
 - › **Group 2 surveyed in April 2003**
 - › **Group 3 surveyed in July 2003**
- **Web-based survey with e-mail notification**
 - **Reminder sent about 2 weeks after survey**

Command Career Counselors (CCCs) represent another important Team Detailing end-user group. CCCs serve as the “on-site” counselor for the Sailors and as an intermediary between the detailer and Sailors. They are tasked with assisting the Sailor in determining what billets would be best for their career as well as helping to shape Sailor expectations regarding what billets will likely be available.

A short web-based survey was developed for the CCCs. The survey was administered to a census of the entire CCC population. A copy of the survey items is presented in Appendix B.

The CCCs were randomly assigned to one of three groups; the first group was surveyed in January 2003, the second group in April 2003, and the final group in June 2003. As Team Detailing was a new process, it was expected that there would be minor modifications and “tweaks” over time. Further, acceptance of Team Detailing may change as use and familiarity increases. Surveying the groups at different times would allow for any assessment of change. CCCs were contacted via e-mail addresses provided by the survey sponsor. To ensure that only the CCC completed the survey, they were provided a single use user id and password in their notification e-mail. This identification information was not kept with the survey responses, so that responses to the survey were anonymous and could not be tracked.

Survey Administration



- **Number in survey population:** 1,064
- **Number who responded:** 343
- **Response Rate:** 32%

Survey Results

Of the 1,064 Command Career Counselors provided by PERS-40, approximately one-third chose to participate. Although that response rate is in line with response rates received by other Navy-wide surveys, there were several factors that may have impacted response rates to this survey.

The first is the way in which the CCC list was developed. There is no official Navy-wide list of CCCs. Therefore, PERS-40 required all detailers to provide the name and contact information for the CCCs with whom they dealt. The information provided contained some errors. Some of these could be corrected, (for example, e-mail addresses with “@nvay.mil” were corrected to “@navy.mil”). Other problems, however, could not be fixed.

A second problem was connectivity. Although Team Detailing occurs via the web, there are still a number of platforms, such as small ships and submarines that do not have “live” access to the web and could not access the survey while they were deployed.

Finally, many small commands do not have a single dedicated CCC, but assign CCC duties as collateral duties to another Sailor at the command. In this situation, it could be expected that this person would have less interest in completing the survey, as well as additional job duties competing for his/her time.

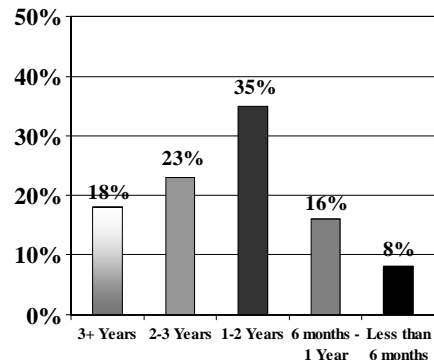
Demographics of Command Career Counselors



- **Status as a CCC**
 - 45% are Navy Counselors
 - 31% are CCC with rating
 - 14% are CCC without rating

- **Type of Command**
 - 84% are CONUS
 - 16% are OCONUS

How long have you served as a CCC?



Assessing Team Detailing End-user Satisfaction Project
CCC Demographics Data Section, Questions 1-3

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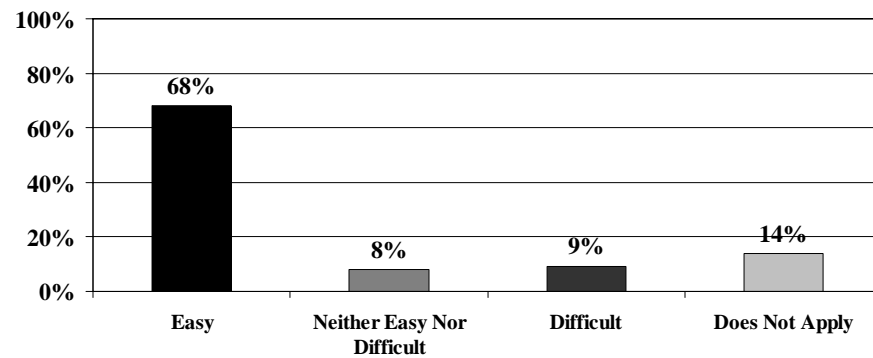
The majority of CCCs hold the rating of Navy Counselor (NC). Nearly one-third serve as CCCs without the NC rating, but with the Navy Enlisted Classification (NEC) indicating they have completed the necessary training to serve as counselors. Finally, 14 percent report serving as the CCC without either the rating or the NEC.

Almost one quarter have served as the CCC for one year or less. Thirty-five percent of respondents has served for one to two years and 41 percent have served in that capacity for 2 or more years.

Enabling Technology

NPRST

Ease of Accessing Team Detailing Spreadsheet on Super JASS



Assessing Team Detailing End-user Satisfaction Project
CCC Enabling Technology Section, Question 4

Navy Personnel Research, Studies, & Technology

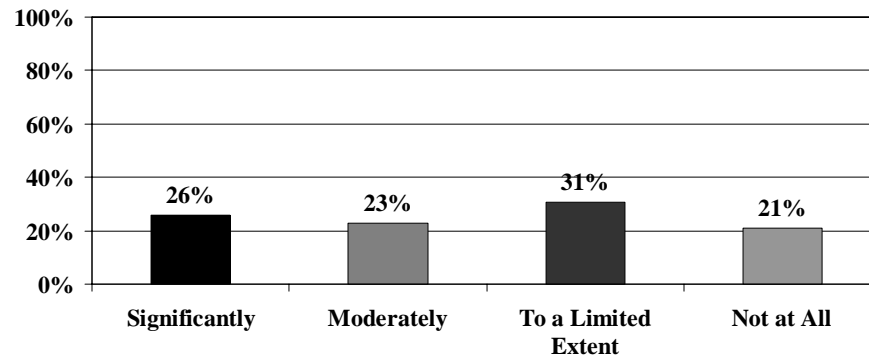
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The Team Detailing Spreadsheet is the primary tool of the CCC in Team Detailing. It serves as the main method of communication between the CCC and the detailer. Well over half of the CCCs reported the spreadsheet was easy to access. Surprisingly, 14 percent reported that the question did not apply because they had not tried to access the spreadsheet. These individuals were not included in the remaining survey analyses.

Enabling Technology

NPRST

Extent to which At-Sea version of the Team Detailing Spreadsheet enables Spreadsheet Use



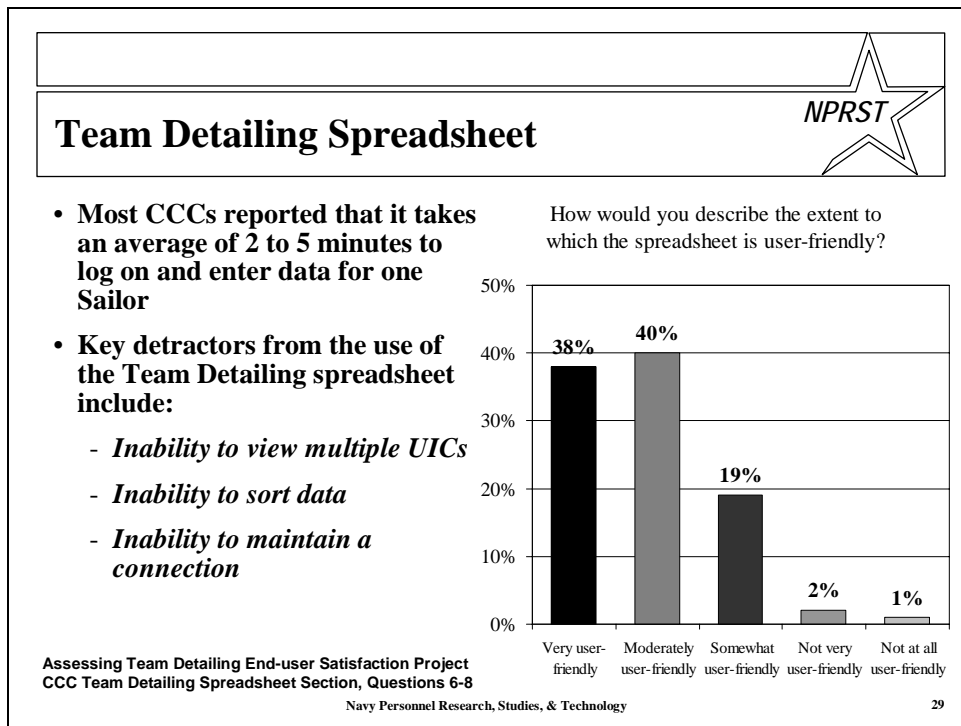
Assessing Team Detailing End-user Satisfaction Project
CCC Enabling Technology Section, Question 5

Navy Personnel Research, Studies, & Technology

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PERS-40 developed an At-Sea version of the spreadsheet for CCCs at sea or on training who are not able to access the on-line spreadsheet. Although CCCs still had to access this spreadsheet through the Internet, they could download the spreadsheet and enter data into the spreadsheet “off-line” until they were ready to send the spreadsheet back over the Internet at a later time. The previous version of the spreadsheet required the CCC to be on-line for the entire time they were entering information on Sailors in the orders negotiation process. That sort of continuous on-line Internet access is often not available at sea.

Of those who responded that they used the At-Sea spreadsheet, just under half (49%) found it significantly or moderately helpful. One-fifth reported that it was not at all helpful, probably due to the fact that it still required the user to have access to the Internet, which is frequently difficult while deployed.



When using the Team Detailing spreadsheet, most CCCs reported that it required two to five minutes to enter data for one Sailor (information such as Sailor preferences regarding type of job, location, etc.).

The key problems with the spreadsheet identified by the CCCs were

- Inability to view multiple UICs 30%
- Inability to sort data 26%
- Inability to maintain a connection 17%
- Inability to process data quickly 17%
- Other 13%

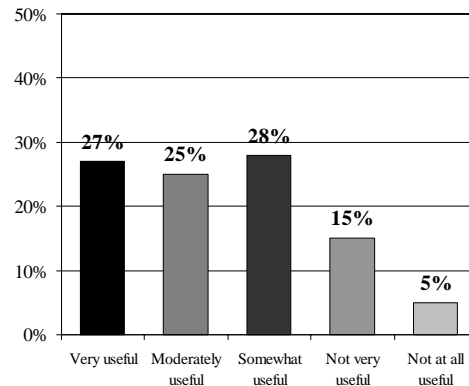
As many CCCs are responsible for Sailors in multiple Unit Identification Codes (UICs), the chief complaint was the inability to view all of their Sailors who were on the spreadsheet, but in different UICs, at one time. The method that was currently available to them was to look at each individual UIC, one at a time. Further, the spreadsheet offered the CCC little opportunity to choose how to sort the data. Connectivity issues were again a common complaint.

Long-Term Career Planning

NPRST

- A majority of CCCs reported that they often receive Detailer's comments in enough time to use for the 12-month interview
- In terms of long-term career planning, most CCCs reported that they use Detailer's comments at least some of the time when counseling Sailors

Usefulness of Detailer's comments when counseling Sailors on long-term career plans



Assessing Team Detailing End-user Satisfaction Project
CCC Long-Term Career Planning Section, Questions 9-11

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The Team Detailing process starts when the Sailor is 13 months out from his/her projected rotation date (PRD). The Team Detailing plan called for the detailer to provide some career/billet information to the CCC via the spreadsheet near the time the Sailor was placed on it. The CCC could then use that information to advise the Sailor in their initial meetings. That information might include billets and/or locations that would be professionally beneficial to the Sailor, as well as billets that would likely be available when the Sailor can formally negotiate orders (from 9 to 6 months prior to PRD). Fifty-two percent of the CCCs reported that the comments of the detailer were moderately to very helpful in counseling Sailors about their long-term career plans. Fifty-one percent reported they receive the comments from the detailer in sufficient time to be used in initial meetings, and 90 percent report using these comments at least some of the time when counseling Sailors.

Effectiveness of Team Detailing



- **Common reasons why Sailors did not receive orders 6 months prior to PRD include**
 - **Separating at EAOS**
 - **Waiting on particular billets**
 - **Undecided about career intentions**
 - **Waiting on response to 1306 request**

Assessing Team Detailing End-user Satisfaction Project
CCC Effectiveness of Team Detailing Section, Question 12

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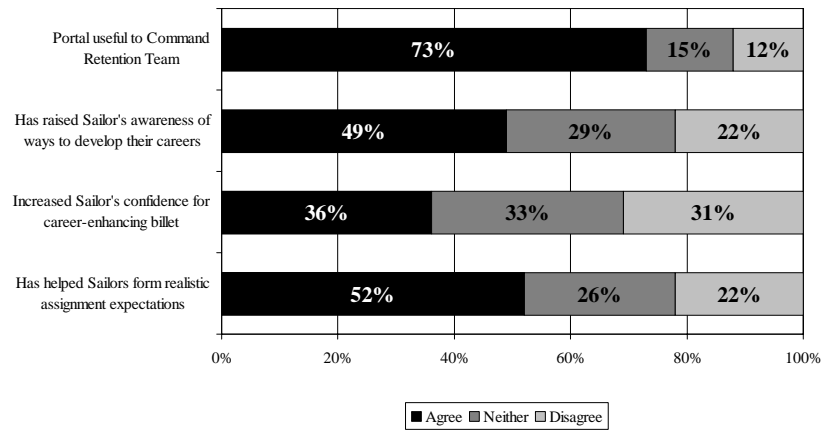
One key metric for Team Detailing is the reduction, if not the elimination, of “slamming” or involuntarily placing Sailors in billets. “Slamming” occurs if a Sailor has not selected a billet six months prior to his/her PRD. As some Sailors are still “slammed,” this survey asked the CCC to provide the most common reason why this occurs. The most common reported reason was that the Sailor was waiting on a particular billet to open. The second most common reason was that the Sailor was separating (leaving the Navy) at his/her expiration of active obligated service (EAOS). When this survey was conducted, the Team Detailing spreadsheet did not remove individuals from the “roller” list, even if they had filed paperwork indicating they were not re-enlisting. Thus, those Sailors who are separating at EAOS should not be under orders six months prior to PRD/EAOS.

The specific results are as follows:

- | | |
|---|-----|
| • Separating at EAOS | 53% |
| • Waiting on particular billets | 54% |
| • Remains undecided about career intentions | 49% |
| • Awaiting response to 1306 request | 29% |
| • Unaware of approaching PRD | 1% |
| • Other | 12% |

Effectiveness of Team Detailing

NPRST



Assessing Team Detailing End-user Satisfaction Project
CCC Effectiveness of Team Detailing Section, Question 13

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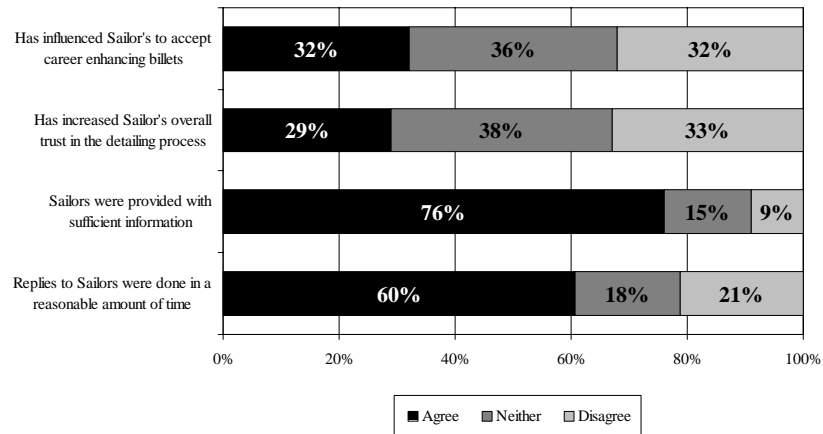
CCCs were asked to rate their satisfaction with a number of Team Detailing elements. The vast majority of CCCs reported that the Team Detailing portal (the main element of which was the Team Detailing spreadsheet) was helpful to the entire Command retention team, which typically consists of the CCC and the members of the PDB.

Slightly less than half felt Team Detailing helped to raise Sailor's awareness of ways to further develop their careers. CCCs were evenly divided among those who felt Team Detailing increased the Sailors' confidence that the detailing process would provide them with career-enhancing billets, those who disagreed and those who remained neutral on the subject.

Finally, half reported that Team Detailing did help Sailors form realistic expectations regarding assignments that would be available.

Effectiveness of Team Detailing

NPRST



Assessing Team Detailing End-user Satisfaction Project
CCC Effectiveness of Team Detailing Section, Question 13

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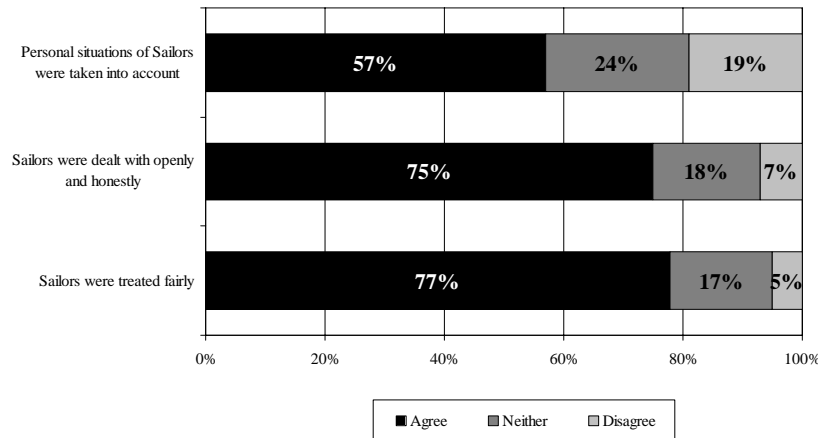
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Although Team Detailing has helped Sailors form realistic assignment expectations (see previous slide), only one-third felt it actually influenced Sailors to accept career-enhancing billets. Even fewer CCCs felt it increased Sailors' trust in the process.

However, three-fourths reported that their Sailors were provided with "sufficient" information during the detailing process. More than half (60%) felt the Sailors received responses in a reasonable amount of time.

Effectiveness of Team Detailing

NPRST

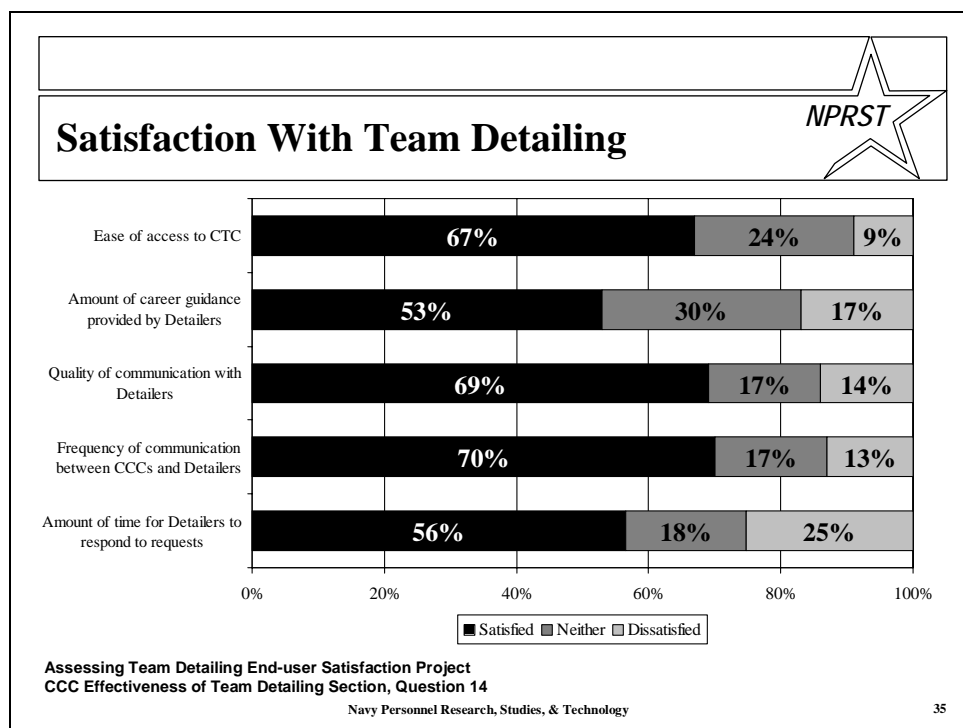


Assessing Team Detailing End-user Satisfaction Project
CCC Effectiveness of Team Detailing Section, Question 13

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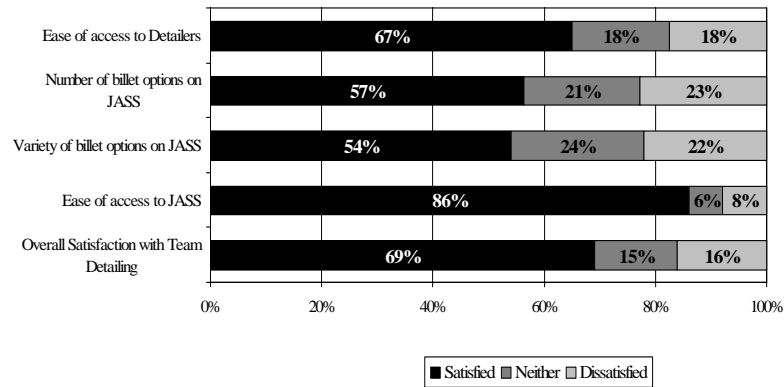
One commonly held perception is that the Navy and its detailers are not concerned about the personal situation of Sailors, such as needs of the Sailor's family members, and only give consideration to the needs of the Navy. However, slightly more than half of CCCs felt the personal situation of their Sailors was taken into account by the detailer in the detailing process. Furthermore, the vast majority of CCCs believed that detailers dealt with Sailors openly and honestly, and believe that Sailors were treated fairly.



Two-thirds of CCCs reported satisfaction with ease of access to the Command Teaming Coordinator (CTC, a PERS-4 position). The CTC position was designed to ensure coordination between the CCC and the detailer. Only slightly more than half reported satisfaction with the amount of career guidance provided by the detailers and the amount of time it took detailers to respond to requests. A larger percentage, approximately 70 percent, was satisfied with the quality of communication with the detailers and the frequency of communication between the detailers and CCCs.

Satisfaction with Team Detailing

NPRST



Assessing Team Detailing End-user Satisfaction Project
CCC Effectiveness of Team Detailing Section, Question 14

Navy Personnel Research, Studies, & Technology

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Two-thirds of the CCCs were satisfied with the ease of access to detailers. Regarding JASS, slightly more than half of CCCs were satisfied with the number and variety of billets offered. Over 85 percent were satisfied with the ease of access to JASS. Overall, almost 70 percent were satisfied with Team Detailing.

Summary



Good News:

- **Most CCCs believe the Team Detailing spreadsheet on Super JASS is easy to use and at least somewhat user-friendly**
- **Most CCCs receive Detailer comments in time to use them and feel they are at least somewhat useful**

Areas of Concern:

- **25% are dissatisfied with amount of time for Detailers to respond to requests**
- **Most CCCs feel that Sailors are provided with sufficient information but Sailor's trust in system has not improved**
- **Sailors' confidence in and willingness to accept career-enhancing billets has not improved**

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A positive finding from this survey is that a large majority (70%) is satisfied with Team Detailing. Most CCCs report that the Team Detailing spreadsheet—the central element of Team Detailing—is easy to use and at least somewhat user friendly. Further, most CCCs report receiving detailer comments that they believe are helpful and timely.

However, a quarter of CCCs report dissatisfaction with the amount of time it typically takes detailers to respond to requests. Although CCCs believe that Sailors are provided with adequate information during the detailing process, they have not seen an increase in the trust that Sailors have in the detailing process.

Overall Summary



Good News

- **Most Sailors and CCCs indicate general satisfaction with the detailing and negotiation process**
- **CCCs rated tools as easy to use and useful**

Areas of Concern

- **Most Sailors feel that the CCCs and the Detailers are not providing long-term career guidance nor guidance about assignments for advancement**
- **CCCs indicated that Team Detailing has not improved the number of Sailors confident in or willing to accept career-enhancing billets**

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Overall, the results of both the Sailor and CCC surveys highlight the general satisfaction that most Sailors and CCCs have regarding the detailing process in general and Team Detailing in particular. Further, as the Navy implemented a major technological shift in attempting to move many detailing activities to the Internet, most CCCs reported that these Internet-based tools were easy to use.

The major areas for concern include the Sailors reported lack of long-term career guidance from CCCs and detailers. Team Detailing, with its goal of increasing Sailors' willingness to accept billets for their career-enhancing potential and not just for factors such as location, relies on Sailors receiving satisfactory long-term career guidance that will help them reach their goal. Given that this long-term career guidance is apparently not happening for the majority of Sailors, it is not surprising that CCCs indicate that Team Detailing has not increased the number of Sailors who are confident in or willing to select career-enhancing billets.

Overall, the findings of this study are more positive than the general view of detailing found on recent Navy personnel surveys. For example, in the 2003 Navy-wide Personnel Survey (NPS), only 26 percent of enlisted respondents report being satisfied with the detailing process. Additionally, only 35 percent of enlisted respondents were satisfied with their detailer (Whittam & Rosenfeld, 2004). Although identical questions were not asked in this study, the findings were more encouraging: 58 percent reported being satisfied with their overall orders negotiation experience and the majority felt they were treated fairly by their detailer, trusted their detailer's

guidance and felt the detailer considered their personal situation. The less positive findings from the Navy-wide survey were not unexpected—since many respondents hadn’t had the opportunity to experience Team Detailing. Additionally, for those who have not recently negotiated orders, reflections on their detailing experience may have been impacted by the experiences and evaluation of their current job. These differences highlight the importance of selecting the appropriate audience when evaluating a program or process.

Recommendations



- **Provide feedback to all relevant parties (Sailors, Detailers and CCCs) through methods such as a *Navy Times* article or posting on the BUPERS Web site**
- **Investigate why there is Sailor distrust of the Detailing process and how to ameliorate that**
 - **Conduct focus groups with Sailors**
- **Conduct a Quick Poll in 6 months or a year to assess changes**

The results of the research were briefed to the sponsor in December of 2003 and they were provided to RADM Ferguson, PERS-4, in April 2004. Expanding on the survey results presented here, follow-up focus groups were conducted during Summer 2004 to address some of the issues raised in this study and other surveys, such as the 2003 NPS. The goal is to develop a comprehensive survey of Navy detailing issues.

Additionally, other forms of assessments should also be used; both short-term, and over time to assess long-term change. These assessments can employ Quick Polls, more in-depth surveys, and evaluations of Team Detailing and related initiatives such as Sea Warrior (the Navy's planned IT system for optimally assessing, training, and assigning Sailors) that may impact perceptions of detailing.

References

- Ng, H. S. & Soh, C. G. (2001). *Agent-based simulation system: A demonstration of the advantages of an electronic employment market in a large military organization*. Monterey, CA: Naval Postgraduate School.
- Olmsted, M. & Underhill, C. (2003). *Navy-wide Personnel Survey (NPS) 2000: Summary of Results*. (NPRST-TN-03-11). Millington, TN: Navy Personnel Research, Studies, & Technology.
- Robards, P. A. (2001). *Applying Two-sided matching processes to the United States Navy Enlisted Assignment Process*. Monterey, CA: Naval Postgraduate School.
- Whittam, K. P. & Rosenfeld, P. (2004, March). *Results of the Navy-wide Personnel Survey (NPS)*. Briefing presented to the Commander, Navy Personnel Command, Millington, TN.

Appendix A: Sailor Survey

NAVY ENLISTED DETAILING



DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

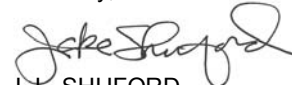
Dear Sailor,

You were randomly selected to receive the enclosed survey. The goal of the survey is to use your feedback about your most recent experience negotiating orders so that Navy Personnel Command can make improvements to how detailing is conducted. **Since not every Sailor will receive a questionnaire, your participation is very important to the success of this survey. I am asking for your full support of this survey to ensure an accurate and reliable picture of Navy enlisted detailing.** Please take the next ten minutes to answer the questions honestly and to the best of your ability. When you have finished the survey, please forward it in the enclosed postage-paid envelope as soon as you can. I want to assure you that your responses will remain confidential and safely protected. The information you provide on this survey will *not* become part of your permanent record and will *not* affect your career in any way.

This survey is being conducted by the Institute for Organizational Assessment (PERS-14) which is part of the Navy Personnel Research, Studies, and Technology Department (PERS-1) of the Navy Personnel Command in Millington, TN. If you have any question about this survey, you may contact CDR Linda Shedlock or Dr. Kimberly Whittam. CDR Shedlock can be reached at (901) 874-3141, (DSN) 882-3141 or linda.shedlock@persnet.navy.mil and Dr. Whittam can be reached at (901) 874-2321, (DSN) 882-2321 or kimberly.whittam@persnet.navy.mil.

Thank you for taking time to provide valuable feedback to improve our Navy!

Sincerely,


J. L. SHUFORD
Rear Admiral, U.S. Navy

INFORMED CONSENT and PRIVACY STATEMENT

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purposes of this survey and of the uses to be made of the information collected. The Navy Personnel Research, Studies, and Technology Department may collect information requested in this survey under the authority of under Title 10, United States Code, sections 136 and 2358. License to administer this survey is granted under OPNAV Report Control Symbol 1300-5, which expires 30 April 2003.

PURPOSE: The purpose of this survey is to collect data to evaluate the effectiveness of enlisted detailing. The results of this survey will provide valuable information to PERS-40 leadership to help them better understand the effectiveness and impact of changes to the enlisted detailing business process.

ROUTINE USES: The information provided in this survey will be analyzed by the Institute for Organizational Assessment at Navy Personnel Research, Studies, and Technology Department (PERS-1) of the Navy Personnel Command. The data will be analyzed and maintained by PERS-1 and may be used to determine changing trends in the Navy.

CONFIDENTIALITY: All responses will be held in confidence by PERS-1. Information you provide will be statistically combined with the responses of others, and will *not* be identified with you. The information provided will *not* become part of your military record and will *not* affect your career in any way.

PARTICIPATION: Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will *not* result in any penalties except for lack of representation of your views in the final results.

STATEMENT OF RISK: The data collection procedures are not expected to involve any risk or discomfort to you. The only risk to you is accidental or unintentional disclosure of the data you provide. However, the Navy Personnel Research, Studies, and Technology Department has a number of policies and procedures to ensure that survey data are safe and protected.

For questions regarding Human Subjects issues contact NPRST Protection of Human Subjects Committee at (901) 874-3086, (DSN) 882-3086, or IRB@persnet.navy.mil.

Institute for Organizational Assessment
Navy Personnel Research, Studies, and Technology
Millington, TN 38055-1400



PLEASE DO NOT WRITE IN THIS AREA



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MARKING INSTRUCTIONS

- Use a No. 2 pencil only.
- Do not use pens.
- Make solid marks that fill the response completely.
- Make no stray marks on this form.



1. How much do you **AGREE** or **DISAGREE** with the following statements about your most recent detailing experience:



a.	I am confident that the detailing process will provide me with a career-enhancing assignment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	I trust my detailer's guidance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c.	My personal situation was taken into account by my detailer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d.	I was treated fairly by my detailer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CAREER AND ASSIGNMENT GUIDANCE FROM YOUR COMMAND

2. When you most recently negotiated orders, did your Command Career Counselor (CCC) provide you with any guidance for forming your long-term career plan for the next 5 years or more?

- ☐ Yes
☐ No

3. Did your Command Career Counselor discuss general assignment choices that would advance your career (or refer you to others knowledgeable about this) prior to orders negotiation?

- ☐ Yes
☐ No → **Skip to Question #5**

4. How helpful was this in assisting you to anticipate what types of billets would be beneficial to your advancement?

- ☐ Very helpful
☐ Moderately helpful
☐ Somewhat helpful
☐ Not at all helpful

5. Did your command conduct a Professional Development Board (sometimes called a Career Decision Board) interview prior to negotiating for an assignment?

- ☐ Yes
☐ No → **Skip to Question #10**

6. How many months prior to negotiating your most recent orders did your board occur?

- ☐ 4 or more months prior
☐ 3 months prior
☐ 2 months prior
☐ 1 month or less prior
☐ None - it occurred during orders negotiation period

7. How much guidance did your Professional Development Board provide about your long-term career plan?

- ☐ A great deal of guidance
☐ Some guidance
☐ Minimal guidance
☐ No guidance at all

8. Did your Professional Development Board discuss the general kinds of assignment choices that would advance your career (or refer you to others knowledgeable about this) prior to your most recent orders negotiation?

- ☐ Yes
☐ No → **Skip to Question #10**

9. How helpful was this in assisting you to anticipate what types of billets would be beneficial to your advancement?

- ☐ Very helpful
☐ Moderately helpful
☐ Somewhat helpful
☐ Not at all helpful

CAREER AND ASSIGNMENT GUIDANCE FROM YOUR DETAILER

10. Did you communicate directly with your detailer (e.g., phone, e-mail, Navy messaging) during your most recent orders negotiation?
- ☐ Yes
☐ No → Skip to Question #16
11. How much guidance did your detailer provide about your long-term career plan.
- ☐ A great deal of guidance
☐ Some guidance
☐ Minimal guidance
☐ No guidance at all
12. Did your detailer discuss the general kinds of assignment choices that would advance your career prior to your most recent orders negotiation?
- ☐ Yes
☐ No → Skip to Question #14
13. How helpful was this in assisting you to anticipate what types of billets would be beneficial to your advancement?
- ☐ Very helpful
☐ Moderately helpful
☐ Somewhat helpful
☐ Not at all helpful

COMPARISON OF GUIDANCE FROM YOUR COMMAND AND YOUR DETAILER

14. How would you compare the GENERAL ASSIGNMENT GUIDANCE you received from your detailer with the guidance you received from your command? Was the guidance from the two sources. . .
- ☐ Almost identical/very similar
☐ Moderately similar
☐ Somewhat similar
☐ Not at all similar
☐ Does not apply - I did not receive general assignment guidance from **my command**
☐ Does not apply - I did not receive general assignment guidance from **my detailer**
☐ Does not apply - I did not receive general assignment guidance from **my command or my detailer**

15. How would you compare the LONG-TERM CAREER GUIDANCE you received from your detailer with the guidance you received from your command (CCC and/or Professional Development Board)? Was the guidance from the two sources. . .
- ☐ Almost identical/very similar
☐ Moderately similar
☐ Somewhat similar
☐ Not at all similar
☐ Does not apply - I did not receive long-term career guidance from **my command**
☐ Does not apply - I did not receive long-term career guidance from **my detailer**
☐ Does not apply - I did not receive long-term career guidance from **my command or my detailer** → Skip to Question #19

OUTCOMES OF YOUR DETAILING EXPERIENCE

16. To what extent did the long-term career guidance you received from your command and/or detailer influence your selection of a *specific assignment*?
- ☐ To a great extent
☐ To some extent
☐ To a slight extent
☐ Not at all
17. Did the long-term career guidance you received from your command and/or detailer influence you to look for a different assignment than you had originally sought?
- ☐ Yes
☐ No
18. Were there assignments available that were consistent with the long-term career guidance you received?
- ☐ Yes
☐ No

PLEASE DO NOT WRITE IN THIS AREA

[SERIAL]

20. If you are DISSATISFIED with any of the above please explain below:

[illegible]

- ☐ Does not apply - I will be leaving the Navy prior to my next orders negotiation
- ☐ I have a career plan that outlines my long-term (5 years or more) career goals
- ☐ I have a career plan that outlines my short-term (up to 5 years) career goals
- ☐ I have a general ideal about my career goals, but I have not fully developed a career plan
- ☐ I do not have a career plan, but I would like one
- ☐ I do not have a career plan

- ☐ Greatly increased my desire to remain in the Navy
- ☐ Increased my desire to remain in the Navy
- ☐ Neither increased nor decreased my desire to remain in the Navy
- ☐ Decreased my desire to remain in the Navy
- ☐ Greatly decreased my desire to remain in the Navy

☐ E-7

☐ E-6

☐ E-5

☐ E-4

☐ Other

[illegible]

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Appendix B:
Command Career Counselor (CCC) Survey

CCC Survey

Demographic Data

1. What is your status as the Command Career Counselor (CCC)?
 - ☐ I am a Navy Counselor
 - ☐ I am a CCC with the 9588 NEC
 - ☐ I am a CCC without the 9588 NEC
 - ☐ Other (please specify): _____
2. In your current assignment, how long have you served in the role of CCC?
 - ☐ More than 3 years
 - ☐ 2 to 3 years
 - ☐ 1 to 2 years
 - ☐ 6 months to a year
 - ☐ Less than 6 months
3. What type of command are you assigned to?
 - ☐ Type 1 CONUS Shore Duty
 - ☐ Type 2 CONUS Deployable Sea Duty
 - ☐ Type 3 OCONUS Sea-credit Shore Duty
 - ☐ Type 4 OCONUS Shore Duty
 - ☐ Type 6 OCONUS Deployable Sea Duty

Enabling Technology

4. How easy is it to access the Team Detailing spreadsheet on Super JASS?
 - ☐ Does not apply – I have never tried to access the spreadsheet **Skip to Question 16**
 - ☐ Very easy
 - ☐ Moderately easy
 - ☐ Neither easy or difficult
 - ☐ Moderately difficult
 - ☐ Very difficult
5. To what extent does the At-Sea version of the Team Detailing spreadsheet enable you to use the Team Detailing spreadsheet?
 - ☐ Does not apply - I have not had a need for the At-Sea version
 - ☐ Does not apply - I was not aware of the At-Sea version
 - ☐ Significantly
 - ☐ Moderately
 - ☐ To a limited extent
 - ☐ Not at all

Team Detailing Spreadsheet

6. When online, about how many minutes on average does it take to log onto the Team Detailing spreadsheet and enter data for one Sailor?
 - ☐ Less than two minutes
 - ☐ 2 to 5 minutes
 - ☐ 6 to 10 minutes
 - ☐ 11 to 20 minutes
 - ☐ More than 20 minutes

7. How would you describe the extent to which the spreadsheet is user-friendly?

- ☐ Very user-friendly
- ☐ Moderately user-friendly
- ☐ Somewhat user-friendly
- ☐ Not very user-friendly
- ☐ Not at all user-friendly

8. Efforts to improve ease of use of the spreadsheet are ongoing. What are the key detractors from ease of use of the spreadsheet? **(Mark ALL that apply)**

- ☐ Inability to sort data the way I would like
- ☐ Inability to view multiple UICs at the same time
- ☐ Inability to gain/maintain connection
- ☐ Inability to process data quickly
- ☐ Other (please specify): _____

Long-Term Career Planning

9. How often have you received the detailers' comments on the spreadsheet in sufficient time to be used during the 12-month interview?

- ☐ Always or almost always
- ☐ More often than not
- ☐ Some of the time
- ☐ Infrequently
- ☐ Never

10. How often do you use the detailers' comments on the spreadsheet to counsel your Sailors concerning their long-term career plan?

- ☐ Always or almost always
- ☐ More often than not
- ☐ Some of the time
- ☐ Infrequently
- ☐ Never

11. How useful have the detailers' comments on the spreadsheet been to you and your retention team to counsel your Sailors concerning their long-term career plan?

- ☐ Very useful
- ☐ Moderately useful
- ☐ Somewhat useful
- ☐ Not very useful
- ☐ Not at all useful

Effectiveness of Team Detailing

12. One objective of Team Detailing is to provide orders to Sailor at least 6 months prior to PRD. For those without orders 6 months prior to PRD, what are the most common reasons why? **(Mark ALL that apply).**

- ☐ Sailor is separating at EAOS
- ☐ Sailor is waiting on particular billets to open.
- ☐ Sailor is awaiting response to a 1306 request
- ☐ Sailor remains undecided about career intentions
- ☐ I am unaware of the approaching PRD
- ☐ Other (please specify): _____

13. How much do you **AGREE** or **DISAGREE** with the following statements?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The Team Detailing information portal has been useful to me and to my Command Retention Team.	0	0	0	0	0	0
b. Team Detailing has raised the awareness of my Sailors about the best ways to develop their careers.	0	0	0	0	0	0
c. Team Detailing has increased my Sailors' confidence that the detailing process will provide them with career-enhancing assignments.	0	0	0	0	0	0
d. Team Detailing has helped my Sailors to form realistic assignment expectations.	0	0	0	0	0	0
e. Team Detailing has influenced my Sailors to accept assignments that are more career-enhancing than they might have otherwise.	0	0	0	0	0	0
f. Team Detailing has increased my Sailors' overall trust in the detailing process.	0	0	0	0	0	0
g. Throughout the detailing process, my Sailors were provided with sufficient information.	0	0	0	0	0	0
h. Throughout the detailing process, my Sailors were provided with replied to their inquiries and requests in a reasonable amount of time.	0	0	0	0	0	0
i. Throughout the detailing process, the personal situations of my Sailors were taken into account throughout the detailing process.	0	0	0	0	0	0
j. Throughout the detailing process, my Sailors were dealt with openly and honestly.	0	0	0	0	0	0
k. Throughout the detailing process, my Sailors were treated fairly.	0	0	0	0	0	0

14. How **SATISFIED** or **DISSATISFIED** are you with the following aspects of Team Detailing?

	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	Does not apply
a. Ease of access to your Command Teaming Coordinator (CTC).	0	0	0	0	0	0
b. Amount of Sailor career guidance provided to you by detailers.	0	0	0	0	0	0
c. Quality of communication between you and the detailers.	0	0	0	0	0	0
d. Frequency of communication between you and the detailers.	0	0	0	0	0	0
e. Amount of time for detailers to respond to your inquires and requests.	0	0	0	0	0	0
f. Your ease of access to the detailers.	0	0	0	0	0	0
g. Number of billet options listed on JASS.	0	0	0	0	0	0
h. Variety of billet options listed on JASS.	0	0	0	0	0	0
i. Ease of access to JASS.	0	0	0	0	0	0
j. Overall satisfaction with the Team Detailing Process.	0	0	0	0	0	0

15. If you are DISSATISFIED with any of the above, please explain below.

16. If you have any other comments or suggestions that would help Navy Personnel Command make Team Detailing more useful to you, please write your comments below.

Thank you for your participation!

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